

FACILITIES DIRECTORATE

EXTERNAL RELATIONSHIP MANAGEMENT POLICY

1. Policy Statement

This policy sets out a consistent approach to the management of the Directorate's major relationships:

- The management of the Directorate's corporate social responsibility in support of the growing public interest in wider accountability.
- The management and classification of service providers and suppliers to identify where collaborative effort can be employed to mutual advantage.
- The policy will inform the Directorate's approach to risk management and contingency planning.

2. Scope of the Policy

On behalf of the University, this policy will assist the Directorate actively to build trust and reputation with a wider stakeholder base. The Policy does not include reference to the management of internal partnerships or relationship management.

3. Policy Aims

3.1 Corporate Social Responsibility

Information will be gathered on partners with the University *and* staff involvement in each of the following areas and maintained and evaluated on a routine basis:

- Strategic community partnerships: these partners play an important role in the economic and social development within the region and city. Meetings are focused on strategy and are held at senior management level.
- Joint ventures/partners in the community: these partners work with the Directorate on collaborative projects within the city boundaries. Meetings are held with relevant managers and may focus on strategy and operational issues.
- Networking partnerships in the community: these relationships exist to provide networking opportunities for Directorate managers within the local community and the region to enhance service provision and ability to plan successfully for the longer term. It will also inform the Directorate's risk management strategy.

- Beneficial national and international partnerships: these relationships exist to develop the positive position and the image of the Directorate and University, and to provide network opportunities which have the potential to be of value to all concerned.
- Indirect relationships: this group identifies staff membership of community groups not directly associated with the University, but which may provide mutually valuable links and create future business opportunities. Additionally, they indicate our staff's engagement within the community.

As well as identifying existing relationships, this policy will help to identify strategic and operational gaps where opportunities might usefully be explored.

3.2 Service Providers and Suppliers

The purpose of this section is to identify where collaborative effort with the organisations we employ may be beneficial to the University and to our service providers and suppliers. Anticipated advantages include:

- Sponsorship
- Process improvement/innovation
- Opportunities for us to supply services to our providers and suppliers or others they know
- Better co-operation and a mutual understanding of each other's business plans.
- A mutual minimisation of impact on the environment.

This policy provides an outline for determining a classification that best represents the organisation's current relationship with the University.

In following the methodology, managers are advised to meet selected companies at least once a year to review their relationship with the University, discuss tender renewal and contract performance.

3.2.1) Method of Classification

Consideration should be given to factors (a) to (e) by the manager responsible for the contract to determine the relevant classification. FD Procurement will give guidance if required and moderate to maintain consistency as far as possible.

The classification will be recorded on FD Procurement's Contracts Database. The responsible manager will then review the classification annually and advise FD Procurement of any change.

Factors to consider for each contract or order:

- a) Importance of the service/supply to FD/SHU, ie

- effects of breakdown (who, how many, how affected, for how long)
 - income/cost involved
 - use of the product may carry risk, eg the risk of contaminated food supplies
- b) Alternative providers and speed/ease of appointment
- c) Period of contract
- d) Any added value provided from the supplier, or increased sustainability, which would not be obtained from alternative providers and the scale of such added value
- e) Scope to pursue substantial efficiencies/savings through supply chain engineering, collaborative working or other initiative

Please use form FD/CR when undertaking this exercise, which can be found on *FDNet/Section 5.1 (Procurement and Finance)*.

3.2.2) Classifications

Transactional: basic normal contractual relationship, usually tendered.

Tactical: one or more of the factors above indicates more than the basic Transactional relationship with genuine scope for development.

Collaborative: one or more factors indicate a relationship that is significantly more than the basic Transactional relationship, offering mutual benefit.

Strategic: substantial effects identified and clearly of high benefit to SHU.

4. Further Guidance

4.1 Corporate social responsibility: please contact the Residential Support & Sustainability Manager on ext 5278.

4.2 Service providers and suppliers: please contact the FD Procurement Section on ext 3576 or 4481.

4.3 Policy Guidance Note also available (see FDNet, Section 1).

October 2002

SHEFFIELD HALLAM UNIVERSITY

FACILITIES DIRECTORATE

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Guidance Note

1. Introduction

This guidance note serves as a guide to the Facilities Directorate's approach to managing major external partnerships and relationships with the community, suppliers and service providers. It should be read alongside the Directorate's External Relationship Management Policy.

The Policy was developed in response to the need for a consistent approach to the management of major relationships and to actively build trust and reputation with a wider stakeholder base.

Benefits arising from the Policy will enable the Directorate (and University) to:

- demonstrate a commitment to the local, national and international environment and therefore be publicly accountable to all stakeholder
- identify, develop and maintain new business opportunities and sponsorships
- to mutually improve our relationships with service providers and suppliers through the use of a systematic review and evaluation framework
- proactively identify and encourage staff engagement with our partners and community to improve strategic and operational opportunities.

The following documentation supports this policy:

- Guidance on the contract renewal process and classification of a contract/company relationship proforma (see FDNet, section 5).
- A Corporate Social Responsibility (CSR) proforma to populate the Directorate's CSR database (see FDNet, section 8)

For further guidance see Section 5 below.

2. Definitions

Relationship Management – a framework to identify collaborative effort between the University and/or the Facilities Directorate and organisations we currently work with, those we may want to work with in the future and those who may want to work with us.

Corporate Social Responsibility – all organisations have an impact on the society in which they operate. For a business, what it produces, how it buys and sells, how it recruits and develops its people, how it affects the environment, invests in the community

and respects peoples' rights – all these together form the impact of that business in society.

3. Good Working Practice: Implementing and managing the policy

The Directorate recognises the benefits of working collaborative with a broad range of partners and suppliers. Managers are expected to take the lead in identifying and achieving optimum (and mutual) benefits at both a strategic and operational level and in developing and maintaining awareness of the policy within their teams.

Wherever possible, evaluation of benefits arising from implementation of the policy should be undertaken to demonstrate improved service levels and added value for all concerned.

4. Responsibilities of staff

The role of all Directorate staff is important to the successful implementation of the Policy. The key principles of the policy will be included in the staff appraisal process to ensure appropriate resource is made available where required.

New members of staff should receive briefing on the policy as part of their induction process (via the Learning for Life Portfolio).

All personal data held for community mapping exercises will be managed in compliance with the Data Protection Act 1998.

5. Further Guidance

- 5.1 Corporate social responsibility: please contact the Residential Support & Sustainability Manager on ext 5278.
- 5.2 Service providers and suppliers: please contact the FD Procurement Section on ext 3576 or 4481.

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